

Director of Central  
Intelligence  
7D 5607 Hqs

Att: ER 77-9134

Sir:

You do not have to read this document,  
and, I suggest you save the time. It is a  
requirement by law that an annual EEO plan  
be submitted to the Civil Service Commission.  
All interested parties are aware of its  
contents and I have had it reviewed here.  
Recommend you sign and get on to something  
else.

/s/ Jack Blake  
John F. Blake

Acting Deputy Director of Central  
Intelligence, 7D 6011 Hqs,

27 Sep 77

ADDCI:JFBlake:kmg (27 Sep 77)

Distribution:

Orig RS - DCI (NOT TO BE RETURNED TO EEO w/ATT)

1 - ADDCI

1 - ER

Att: Memo dtd 19 Sep 77 to DCI via DDCI fr D/EE0, subj: Equal Employment  
Opportunity Plan (ER 77-9134)

EXECUTIVE REGISTRY FILE

P/1. 2

19 September 1977

Executive Registry

77-9134

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director of Central Intelligence

FROM : Omega J.C. Ware, Jr.  
Director, Office of Equal Employment Opportunity

SUBJECT : Equal Employment Opportunity Plan

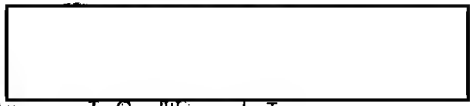
1. Attached for your signature is the Agency's Equal Employment Opportunity Plan for Fiscal Year 1978. This Plan is required from each Agency by the Civil Service Commission in compliance with Public Law 92-261. The document, when approved by the Commission, becomes a public document.

2. The goal of this year's Plan is to develop results-oriented commitments for the Agency and each of its Directorates and Executive Service and the Office of EEO. The Plan is formatted to meet Civil Service Commission requirements. It consists of four parts: an Introduction which includes the Agency's policy statement; a Report of Agency Accomplishments from last year; an Assessment of the Problems to be Addressed this year, and a Report of Affirmative Actions to which you are committing the Agency to solve the problems identified.

3. In developing the Plan, the Office of EEO invited all employees and the various Agency Advisory Groups to participate. Directorate EEO Officers coordinated and prepared the input from their Directorates and components. Commitments submitted by one Directorate which were considered applicable to all parts of the Agency and were expanded to include all Directorates.

4. With your signature the Plan becomes our public and operational Agency policy and the key EEO document for Agency management and all employees. Plan progress will be monitored and assessed on a quarterly basis by the Office of EEO and by Directorates. You will be apprised regularly of Agency progress and problems. The OEEU will also respond, as required, to periodic CSC assessments of Plan accomplishment.

5. The attached Plan is due at the Civil Service Commission by 30 September 1977. If you have further questions about the contents of the Plan I would be happy to address them.

  
Omega J.C. Ware, Jr.

Attachment:

EEO Plan

STAT  
STAT

Orig by:  OEE0,  (19 September 1977)

Distribution:

DCI

DDCI

D/EEO


ER

Equal Employment Opportunity Plan  
Fiscal Year 1978

Central Intelligence Agency  
Name of Organization

Washington, D. C. 20505  
Address of Organization

STANSFIELD TURNER, Director  
Name and Title of Head of Organization

  
Signature

SEP 157  
Date

Omego J.C. Ware, Jr., Director, Office of Equal Employment Opportunity  
Name and Title of Principal EEO Official



19 SEP 1977  
Date

1046-CSC-SA

Part A - Introduction

STAT The Central Intelligence Agency's official policy statement on equal employment opportunity is recorded in [redacted] June 12, 1973. This regulation, currently under revision, was submitted with last year's EEO Plan and will not be repeated in this Plan.

Organization

The Director of Central Intelligence (DCI), assisted by the Deputy Director, approves regulations and provides policy guidance for the Agency's equal employment opportunity program. The Director of Equal Employment Opportunity (D/EEO) is under the direct supervision of the DCI who delegates to the D/EEO the responsibility of EEO program implementation. The D/EEO heads the Agency's Office of Equal Employment Opportunity (OEEO) which currently consists of ten full-time staff. The responsibilities of principal officials in the OEEO are the following:

Director, EEO

The Director, EEO provides leadership and assists the DCI in the formulation of Agency policies governing the equitable and full utilization of human resources. The incumbent supervises the development and implementation of EEO and Affirmative Action Plans and Programs and evaluates

their conduct and results. The Director, EEO reports regularly on the status of these efforts to the DCI and recommends improvements, new measures and disciplinary actions as necessary.

The responsibilities of the Director, EEO include the management of the Office of EEO and the Agency EEO system, membership on senior policy groups as required by the DCI and service as Agency Ombudsman.

Deputy Director, EEO for  
Management and Complaints

The Deputy Director is responsible for the day-to-day operations of the Office being concerned with the management of EEO programs, budget, security, personnel actions and training. The incumbent establishes and maintains procedures and mechanisms for monitoring all Agency personnel policies and practices to ensure compliance with Civil Service Commission and Agency regulations. The incumbent also provides leadership of the EEO Complaint System ensuring its efficient and effective operation in the unique environment of CIA. In this capacity, the Deputy Director chairs the Complaint Evaluation and Disposition Committee which advises the Director, EEO on the acceptability and disposition of EEO complaint cases.

Deputy Director, EEO for Programs  
and ,  
Federal Women's Program Coordinator

Directs the EEO Programs of the Agency, ensuring their effectiveness, coordination and compliance with Civil Service Commission and Agency regulations and guidelines. These programs include the Annual EEO Plan, the Federal Women's Program, the Hispanic Program, the Black Program, Upward Mobility, Full Utilization of Skills and Training, and Community Relations. The incumbent is a member of the Complaint Evaluation and Disposition Committee.

As the CIA Federal Women's Coordinator, plans and develops the Agency's Women's Program and directs the activities of the Federal Women's Program Board. Represents CIA on the Inter-agency FWP Board, and in women's matters with the Federal Government and the community. Acts as ombudsman for the women of the Agency.

EEO Program Coordinator

The EEO Program Coordinator has three major responsibilities:

1. Officer responsible for the preparation of the Annual CIA EEO Plan;
2. Research, analysis and presentation of statistical information on the status of EEO;
3. Serving as Deputy, FWPC.

The EEO Plan duties include preparing the Agency's EEO Plan, liaison with Civil Service Commission program

reviewers to assure the timeliness and adequacy of the Plan; providing guidelines and direction to the Directorates and to EEO Program Coordinators; and, assessing input to the Plan for adequacy, accuracy and content.

Statistical responsibilities include the collection and analysis of all data relevant to the Agency population, producing reports, providing briefings and recommendations relating to the status of human resources in the Agency. Also maintains statistics, and provides statistical support to management, Program Coordinators, the Complaint System, EEO Officers, Federal Women's Board, FWP Directorate Working Groups, and the DCI's EEO Advisory Panel.

Deputy, FWPC duties include providing direction to and coordinating the activities of the four Directorate Women's Working Groups and providing for liaison and coordination with the secretarial panels.

Upward Mobility  
and  
Full Utilization of Skills and Training (FUST) Coordinator

Designs and implements Agency Upward Mobility and Full Utilization of Skills and Training Programs. Monitors and evaluates Directorate and component programs. Ensures that all such programs are in compliance with Agency regulations and Civil Service Commission guidelines and intent. As the Agency's technical expert on these programs, provides advice, guidance and direction to Agency management and EEO officials. Writes Agency guidelines and handbooks as required.



The Coordinator is responsible for the development, implementation, and evaluation of programs and efforts to;

- a. increase the total percentage of blacks in the CIA to make the Agency's population reflect a cross-section of the U.S. labor force;
- b. ensure training and career opportunities commensurate with the skills and potential of all black Agency employees;
- c. decrease the grade and position disparity between Agency blacks, other minorities and non-minority employees.

The Coordinator assists in the recruitment of black professional applicants through contacts established with university officials and minority interest groups, and attends national minority conferences and conventions. The Coordinator reviews black professional applicant files that have been rejected by Agency components to assist the Office of Personnel in ensuring that the applicants have been given just consideration. The Coordinator also monitors employee enrollment in supervisory and management level courses to assess whether the absence of representative numbers of minorities in the courses is caused by disparate treatment; and, assists Agency component managers with the development of practices aimed at reducing grade and assignment disparities.

### Community Relations Coordinator

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This Coordinator is responsible for developing, coordinating and implementing, with the cooperation of the Office of Personnel and other Agency elements, community activities to improve the Agency's ability to attract applicants from all segments of the community and support the development of local youth for Federal employment. For example, the Coordinator is developing an Agency voluntary tutorial program as an initial Agency effort. A secondary objective of this effort is to assist in educating the American public as to the role and contribution of the Central Intelligence Agency. To accomplish these ends, the Coordinator is responsible for developing Agency exhibits and assuring their effective display at conventions, career days, job fairs, etc., to describe the Agency and its career opportunities. The Coordinator will also assist in minority recruitment activities as required by Agency components or the Office of Personnel.

### EEO Information Officer

The EEO Information Officer is responsible to assure that all employees and employee organizations and components are informed of Agency affirmative action and equal employment policy, programs and activities. This officer produces, edits and publishes newsletters and briefs, provides visual aids, displays and lectures, maintains informative, attractive and timely EEO Bulletin Boards and is the Agency correspondent for EEO to all federal and external publications, as appropriate. For "EEO" information in general, the information officer is the Agency's reference source.

Legal Coordinator

The Legal Coordinator is responsible for monitoring EEO and Civil Rights-related legislation, court decisions, and Civil Service Commission issuances and analyzing them for their relevance and impact on CIA policies and practices. The Legal Coordinator will pay particular attention to areas of difficulty arising between the Agency's EEO and National Security responsibilities. The Coordinator serves as the OEEEO specialist in class-action EEO complaints and has the responsibility for monitoring and guiding personnel involved in the prosecution of such complaints and assure effective liaison with CSC claims examiners. The Legal Coordinator monitors and assesses the adequacy and legality of Agency EEO-related regulations, notices, or other issuances, providing re-drafts for the Director, EEO as necessary. The Legal Coordinator aids the Complaint System Coordinator in monitoring and assuring the efficient and legal operation of the Complaint System, is an investigator and is a member of the Complaint Evaluation and Disposition Committee.

Complaint System Coordinator

The Complaint System Coordinator is responsible for supervising the day-to-day operations of the EEO complaint system giving particular attention to the initial review of incoming formal complaints, the selection and training of investigators, monitoring and advising investigators during investigations, and the training and effectiveness of EEO counselors.

The incumbent serves as chief of the complaints section supervising the legal and investigative functions as well as the CSC reporting requirements. The Complaint System Coordinator is a member of the Complaint Evaluation and Disposition Committee.

Complaint System Assistant

The Complaint System Assistant serves as a general support assistant to the EEO complaint system. The assistant compiles the status reports on Agency EEO counseling cases and formal complaints that must be provided the Civil Service Commission each month. The Assistant establishes and maintains OEEEO reference files on all formal complaints filed, as well as on prospective cases. He or she is the focal point for information on required formats for affidavits, certification of documents, investigators' summary investigation reports, and the official investigation file. The incumbent is also responsible, with specific guidance from the Complaint System Coordinator, for the sanitizing of any reports, letters, or case files that must be sent to the CSC or released to the courts. The Assistant also serves as a staff investigator and counselor, as required.

Hispanic Coordinator

Develops and implements the Agency's participation in the Federal Hispanic Program. Monitors and assesses the employment and development of Hispanic employees. The Hispanic Coordinator is bilingual and bi-cultural, and will represent the Agency in the local and national Hispanic

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communities. These include colleges and universities -- not only the Hispanic program but also as an Agency professional effective in explaining the role of CIA.

In addition to the positions described, there are four additional positions identified as essential through experience and estimates of the office's work requirements and responsibilities. They are:

EEO Training Officer

The EEO Training Officer is the Agency's primary EEO trainer who manages the CIA EEO training program to provide orientation, training, and advice to all Agency personnel particularly managers and supervisors, as well as EEO counselors, and investigators to assure their understanding of EEO policy and their ability to effectively conduct equal employment opportunity programs. The incumbent, in cooperation with the Office of Training, develops Agency, directorate, and component courses and course modules and supervises the efforts of other Agency or external resources in their EEO course development tasks.

Management Evaluation Officer

The Management Evaluation Officer monitors and assesses managerial and supervisory policy, activity and performance to help the OEEO and DCI insure continuing application and vigorous enforcement of equal opportunity and affirmative action policy. The incumbent aids in the development and

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operation of a management evaluation system which provides constructive appraisals of systems and procedures which evaluate Agency supervisors and managers in compliance with Agency and CSC guidance. This officer provides the primary OEE0 liaison and contribution to the Agency Personnel hiring, panel ranking systems, promotions, selection and fitness reporting and training.

#### Staff Investigator

The Staff Investigator is an EEO specialist and a full-time investigator of EEO complaints. As such, he or she must devise investigative strategies; determine the witnesses to be interviewed; obtain their statements; gather, assess and present pertinent documents; recognize and pursue relevant leads; all while ensuring that the Agency and participants assure obligations of the Agency. The Investigator prepares a comprehensive summary report of the investigation to support managerial decisions. In general the Investigator must ensure that the investigation is complete, accurate, fair and impartial and which contributes to a solution of the complaint that is equitable for both the Complainant and the Agency. The incumbent might be expected to conduct two or three investigations simultaneously, or overseas, depending on the needs of the OEE0 and the complexity of the cases at hand.

EEO Information and Training Assistant

The EEO Information and Training Assistant assists the EEO Training Officer, the EEO Information Officer and the Management Evaluation Officer. The incumbent maintains an information distribution system of mailing lists and materials logs, prepares material for mailing, assists in the maintenance of bulletin boards, types various material, and gathers data.

The Intelligence Community was recently reorganized under Presidential Review Memorandum 11 (PRM-11). The changes announced by the President will be incorporated in a new Executive Order as an interim measure until legislation is enacted by Congress. For CIA, the changes affect the current four Directorates and an Executive career service structure. The FY 78 EEO Plan was prepared under the four Directorate System since all aspects of the new structure are not yet solidified. However, as the new organization emerges, the EEO umbrella will include all segments of the Intelligence Community under the direct supervision of the DCI.

Currently, each Directorate has a senior EEO Officer to implement Directorate and Agency EEO programs. Two of these officers are full-time EEO officers. The Directorate EEO Officers oversee all major activities occurring in the Directorate that impact on EEO interests. They regularly communicate with Directorate and component heads, as well as the Director of Personnel, line and staff managers and supervisor's to promote adherence to EEO principles and the pursuit of the DCI's EEO objectives. During the past year, the Directorate EEO Officers also participated in developing proposed resolution of complaints of discrimination within their Directorates.

There are a total of  part-time and  full-time component level EEO Officers who provide service within their components to managers and employees and who assist the Directorate EEO Officers in assessing and implementing the Agency's EEO programs. The Agency also has a total of  part-time EEO counselors and  part-time EEO Investigators who, under the direction of the Director, EEO assist in the implementation of the Agency's discrimination complaint system. Agency discrimination complaints are handled in accordance with the Civil Service Commission regulations as prescribed in FPM 713.



There is a continuing effort to involve all employees in the development of personnel management policy and EEO-related programs. Employees from each Directorate are represented in Agency special interest groups such as the DCI's EEO Advisory Panel, Federal Women's Program Board, Directorate Women's Working Groups, and Management Advisory Groups. Among the tasks of these groups are to identify problems involving human resource management and make appropriate recommendations. The special interest groups also monitor Directorate and Agency EEO functions and serve as communicators of EEO-related information in formal and informal channels.

Certification of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials, full-time or part-time, concerned with administration of the EEO Program, including the Director of Equal Employment Opportunity; EEO Officer(s); Federal Women's Program Coordinator(s); and Spanish Speaking Program Coordinator(s) have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

I further certify that the provisions of FPM Letter 713-37, Documenting EEO Collateral Duties in Official Position Descriptions, have been, or are in the process of being, met.

\_\_\_\_\_  
Director of EEO

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

STAT

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IX. Federal Women's Program

Last year's EEO Plan listed the planned activities of the Federal Women's Program Board. The accomplishments of the Board for this period include:

1. coordinating the establishment of Directorate Women's Working Groups
2. advising the Federal Women's Program Coordinator
3. providing themes on the problems of women employees to the DDCI
4. assisting in the interviewing and selection of the Federal Women's Program Coordinator
5. creating an exhibit "Women in CIA"
6. developing a library shelf dedicated to topics of interest for women
7. preparing a short history of the Board for all Agency personnel

The Directorate Women's Working Groups developed activities tailored to the unique demands of their officers. They include:

1. evaluating and recommending modifications to the DDI Upward Mobility program
2. holding programs on EEO, Career Development, assertiveness
3. preparing statistics on the status of women in the various Directorates

4. proposing a Clerical Evaluation Program to the DDS&T Career Service Board
5. establishing ties with the DDO Secretarial/Clerical Advisory Group
6. submitting problem areas concerning Agency women which should be addressed in the EEO Plan

The Board will be developing its objectives for FY78 at a September two-day session. The tentative areas to be explored include the following:

1. increase the number of female line managers
2. increase female representation on career panels
3. study the career system for clericals and secretaries
4. strengthen the Directorate Women's Working Groups
5. launch several long-range studies of issues relevant to Agency females.

The priorities of the Federal Women's Program Coordinator are to investigate the concerns of women in the Agency, to do something about these concerns, and to improve communication between women and management and between women and other women.

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In order to accomplish these goals, the Coordinator will be meeting with management to discuss the problems of women and work with managers to resolve these problems. In addition, the Coordinator will be attempting to improve the status of women by counseling, encouraging training, developing communications networks, promoting the "professionalism" of secretaries, and aiding in the development of women for future leadership roles in the Agency.

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## EEO Complaint Processing Summary

Number of Complaints:	Type of Complaint	
	Individual	Class
On hand at beginning of the year	8	0
Received during the year	17	0
Closed during the year	12	0
On hand at end of the year	13	0

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Upward Mobility Program Achievement

- A. Number of employees at and below GS-09 or equivalent who participated in at least three planned upward mobility program activities and who were competitively promoted or reassigned into target positions.

(1) within the same occupational series:

STAT

DDA -  
DDI -  
DDO -  
DDS&T-

(2) into a different occupational series:

STAT

DDA -  
DDI -  
DDO -  
DDS&T-

- B. Number of employees at and below GS-09 and equivalent who participated in one or more upward mobility program activities but who were neither promoted nor reassigned.

STAT

DDA -  
DDI -  
DDO -  
DDS&T-

- C. Universe of potential Upward Mobility Opportunities:  
Total number of position vacancies filled competitively through merit principles below GS-10 and equivalent in all series and from all sources.

STAT

DDA -  
DDI -  
DDO -  
DDS&T-

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Part C -- Assessment Report

Introduction:

The Agency's goal is the development and presentation of an effective and objective-oriented Equal Employment Opportunity Plan. The Plan reflects the policy of the DCI and is the Agency's key EEO document for Agency management and personnel as well as for the Civil Service Commission. The most important aspect of the Plan is continuous monitoring and assessing of efforts called for in the Plan. It is the responsibility of management and of the Office of EEO to monitor its progress and to be prepared for periodic evaluation by the DCI and by the Civil Service Commission.

To assess the status of EEO in the Central Intelligence Agency, the Office of EEO invited all employees to contribute to the Plan. The DCI's EEO Advisory Panel, Federal Women's Program Board, Directorate Women's Working Groups and Directorate Management Advisory Groups provided their concerns to the OEEEO and the Directorate EEO Officers. The EEO Office then defined problems and objectives and asked for comments from the Directorates and special interest groups. After several iterations, a general package of problem statements and objectives developed. Input from Directorates and Program Coordinators was not limited to these statements and additional comments are included.

In introducing the assessment section of this Plan it is appropriate to point out those activities not specifically committed to in last year's Plan which were an attempt at furthering affirmative action and equitable human resource management principles. A first significant step was the appointment of the Director of Equal Employment Opportunity to the Agency's Executive Advisory Group by the Director of Central Intelligence to emphasize his personal management commitment of ensuring that equal opportunity principles are an integral part of Agency decisionmaking. In addition, the Director of EEO is to meet regularly with the DCI to keep him informed of the status of equal opportunity.

The Director of EEO has also been keenly aware of the need for educating personnel at the entrance-on-duty level through the supervisory level to the most senior levels in the Agency. An on-going program for the staff of the EEO Office is to speak to as many Agency training courses as possible to get the message of what EEO is trying to accomplish across to as many employees as possible. In a small classroom environment there is the greatest potential for a real dialogue to develop. Participants are encouraged to ask questions, pick up EEO-related information, and clear up any misconceptions or fears about the Program. It is an activity which supplements the Management for Equality of Opportunity Course and gives wide exposure to the EEO program.

In addition to speaking at training courses, the Office of EEO prepared two programs this year: one to commemorate Black History Month and one to celebrate Hispanic Week. Both programs included an auditorium guest speaker format and an exhibit hall display which included borrowed exhibits from the Anacostia Neighborhood Museum and the National Park Service, contributions from Agency employees, and displays developed and designed by Agency components and the Office of EEO. Although it was hoped that these programs would attract a large number of interested (or even curious) employees, attendance was disappointing. Thus, the value of such activities as an education tool for employees is to be reassessed.

A very tangible accomplishment was in the hiring of minorities this year. The number of Agency black professional and technical new employees is increasing at a better rate than last year. However, lateral entry (GS-12 and above) is still a small percentage of new hires and is a continuing area of concern. This is addressed in the Recruitment Section.

The eight areas of concern, as defined by the Civil Service Commission, follow.

## Organization and Resources

The Office of EEO was established in August 1975. The difficulties encountered during this two year developmental period included the development of trained EEO specialists and the education of Agency personnel regarding EEO. Supervisors, managers and workers generally held misconceptions as to the purpose, objectives, legality and morality of affirmative action planning. The initial office personnel complement and structure was established based on a generally inadequate knowledge of the scope of office responsibilities and workload. A new structure has been proposed based on the increasing activity and program load, the increasing EEO complaint caseload of the Agency, and the demands resulting from a clearer understanding of the tasks and responsibilities of the OEEEO.

At the directorate level, two directorates appointed full-time EEO Officers this year to develop and monitor directorate programs and EEO policies. In one of these directorates, an EEO staff of four people was established. Part-time EEO officers have been selected for each office in the Agency. However, the Agency is a long way from realizing its EEO goals of representative population, individual development and full utilization of all employees.

To ensure that these goals become an integral part of the Agency's working environment is not a one year project; rather, it is an on-going objective involving the commitment of management and the efforts of all those involved in EEO.

Discrimination Complaints

The Agency is experiencing a sharp increase in the number of individual complaints of discrimination. This impacts adversely on the Office of EEO since resources are not available to meet this increased workload satisfactorily. Currently, there is an adequate network of EEO counselors from all of the directorates at each installation of the Agency who have been trained and certified by the Civil Service Commission and in special cases, trained internally. Investigators are drawn from the Office of EEO and Directorates. Since there are no full-time investigators, those appointed to a case must balance their normal office duties with investigating. As a result, in no case has an investigation been completed in the 45-day recommended time limit. In addition, individual attention given to counselors and investigators during the performance of their duty is inadequate, prompting concern that some are not carrying out their responsibilities in an aggressive and effective manner. More support, guidance and monitoring of counselors and investigators is needed.

The class action complaint regulations for the Agency have not yet been written. These must be made available to employees as soon as possible. The EEO regulations in general need to be updated and disseminated to all employees.

Relevant sections need also be incorporated into Directorate handbooks.

Finally, counselors, EEO officers and managers need to be better informed of the types of complaints which are surfacing. Increased awareness could facilitate the handling of similar cases and for the manager, such information could flag warning signals within his or her own office. It is an education process that must be developed.

The hiring of professional minority and female applicants continues to be a primary concern. In addition to the recruitment efforts of the Office of Personnel for potential employees just entering the job market, there is a need for greater hiring efforts directed at the lateral levels including those with management experience. In order to accomplish this, participation at conventions and conferences by the Office of EEO, Office of Personnel and other involved employees will continue with emphasis on recruitment. Contacts with minority and female associations, other government agencies, and employee referrals are also necessary.

This year the Agency Offices of EEO provided for Agency participation at several minority conventions in order to contact potential applicants. These included the NAACP convention, the Image Convention and the Delta Sigma Theta Convention. In addition, the Office of Personnel and several Directorate Offices participated at some of the above conventions and the Black Consortium. Participation included exhibits, speeches, display booths and recruiters. Results of these efforts cannot be measured immediately. However, the reception towards the Agency was warm in each case and many application forms were distributed as well as new contacts and sources developed. These activities will continue in the future.



slow applicant file review process and continue to be the lack of coordination between recruiters and hirers. In order to decrease the time between receipt of an applicant file and the decision to hire, the Agency instituted a Minority Employment Coordinator (MEC) position in the Office of Personnel and in each Directorate. These MEC's evaluate minority applications, determine suitability, reject marginal candidates and attempt to encourage acceptance of qualified candidates. This procedure has been useful in reducing the file review process.

The Black Program Coordinator and the Hispanic Program Coordinator in the Office of EEO still review each rejected file of a minority applicant in order to judge the reasonableness of the rejection. Often, they can suggest a different office which could use the qualifications of the applicant or can request a second look by a specific office. This review has served to point out the problem of position requirements versus qualifications requested by the Offices to the recruiters.

Of continuing concern to minority hiring is the separation that exists between the recruitment process and the hiring process -- one a centralized function, the other decentralized; one goal oriented and therefore accountability is insured, the other is not goal oriented and consequently no accountability can be enforced.

Also critically bearing on minority hiring is the validity, applicability, and use of the Professional Aptitude Test Battery (PATB) used as a selection tool in the hiring process. The PATB is a psychological assessment test given to applicants for professional positions with the Agency. The OEEEO, other Agency offices and minority interests groups within the Agency are presently reassessing the relevance, utility, and legality of the PATB as a selection tool.

Directorate efforts during this past year regarding increasing minority hiring are described. The Intelligence Directorate approached the problem of minority hiring by requesting from each of its offices the job and personnel requirements anticipated in 1977. The EEO Officer then developed inter-office recruiting teams which visited 17 campuses during the fiscal year. This year, their emphasis on recruitment will continue with increasing efforts directed towards recruiting minorities for the co-op and summer intern program. The Directorate for Administration requested each Office to provide up-to-date recruitment guides to the OP/MEC in order for the MEC to keep recruiters aware of Directorate needs. The Operations Directorate has made no significant progress in its hiring of minorities. They are encouraging a wider search area by the Office of Personnel in the recruitment of candidates

and have committed themselves to a shorter selection time once applications are received. In the Directorate of Science and Technology, the competition with industry is always a factor. DDS&T employees have worked with the Office of Personnel and EEO interest groups on recruiting trips. This continues to be a reasonable approach to minority recruitment.

As the Agency experiences cutbacks in its population and new hires, it is only logical that it should look inward to its employees who have the potential and, in many cases, existing talents and skills to fill more rewarding and productive jobs. The Directorate assessments for this plan point out that they have surveyed their employees to uncover such talent. Employee potential for more challenging positions can be certified through aptitude tests and the initiative and performance observed by supervisors. Employees are also encouraged to review and update their personnel files to ensure that current training and experience is reflected.

Each Directorate is getting more involved in career counseling. There are Career Development Officers at the Directorate and Office levels and in some cases panels dedicated to evaluating and placing junior level employees. The Agency also uses a Personnel Development Plan (PDP) through which managers identify those employees possessing abilities for advancement to executive levels. These employees should then be given training and assignments to prepare them for future responsibilities. Unfortunately, this Plan is often disregarded when selections are made for rotational assignments, career development opportunities

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and training. If it is to be truly an equitable and effective means of designating and developing executive talent, it should be more effectively used.

FUST progress at Directorate-level this past year includes the skills survey underway in the Administration Directorate, the establishment of the position of DDI Career Development Officer and the DDS&T training of junior level employees and supervisory personnel to supplement existing career counselors.

The Agency relies on Career Boards and Promotion Panels in the Directorates for the assignment, development, training selection, etc., of its professional population. Thus, it is extremely important that these Panels and Boards be sensitive to the need for the fair and equitable treatment of all employees. The Office of EEO and all Agency EEO Officers have a responsibility to promote understanding and acceptance by these Boards of the principles of equal opportunity and affirmative action to ensure that these principles are integral to all Board decisions.

The definition of FUST also includes a responsibility to analyze the barriers to career development for minorities and women. The FUST Coordinator in the Office of EEO, in conjunction with the Federal Women's Board, Directorate Women's Working Groups, the Black Program Coordinator, Hispanic Program Coordinator and EEO Officers will be

working to assess the present situation through surveys and other activities and recommend courses of action to assure that individuals eligible for management development training and supervisory positions are identified. It is the responsibility of the OEEO FUST Coordinator to expand such activities and develop an Agency FUST program to effectively and equitably tap the potential of all employees.

In 1976 the Agency organized a planning committee to analyze the feasibility of developing an Agency-wide Upward Mobility program. This committee recommended against a one-program concept and suggested that separate Directorate programs should be developed or, if existing, maintained. They recommended improving existing programs to meet CSC specifications and finally, developing cross-Directorate (Agency-wide) application opportunities.

During this fiscal year, the Directorate for Administration established a Directorate-wide program which meets CSC requirements. It is open to all DDA employees who have achieved at least two years of Agency service and are below GS-09 or equivalent. Three component level formally structured programs also exist in DDA at this time.

The Directorate for Intelligence is in the second year of its Directorate-wide program and expects to offer more positions to the applicants in FY 78. The Directorate for Science and Technology is in the process of developing a formal structured Upward Mobility program. One component in the Directorate already has a program which complies with the CSC requirements. Several other components have unstructured yet productive activities which follow the spirit and intent of the CSC guidelines.

The Directorate for Operations has three informal opportunity programs. All are outgrowths of specific Directorate personnel needs and do not meet CSC requirements. A serious impediment to any expansion of upward mobility in this Directorate is the current personnel reduction exercise which will make it more difficult to identify suitable bridge and trainee positions. The Directorate anticipates no increase, and even a possible diminution of upward mobility positions during the coming fiscal year.

Thus, over the past year, many more employees have been afforded the opportunity to apply for Upward Mobility positions. However, not all deserving employees have this opportunity. It is the goal of the Upward Mobility Coordinator in the Office of HEO to work towards equitable opportunities for all employees and to enlarge the number of available Up-Mo positions. The Coordinator also needs to publicize the program and convince some managers of its benefits. Many feel that Upward Mobility is just for minorities and women; many feel it is a feeble attempt at job advancement; and some feel that it is not worth the effort of counselling, establishing selection criteria, and training required. An aggressive education process is planned.



The success or failure of the Agency's equal opportunity program is dependent on the commitment of its managers and supervisors to the principles of fair and equitable treatment for all employees. Not all managers and supervisors are concerned to the necessary degree with such principles and it is this issue which is of primary concern to EEO officials. Education is a first step in acquiring the necessary support. During this year the Agency instituted a new Management for Equality of Opportunity Course (MEO) which was designed by the Office of EEO and the Office of Training. The course is based upon the assumption that equality for all Agency employees depends upon the awareness and behavior of managerial and supervisory personnel. Two requirements for such awareness are the factual information about EEO which the supervisor needs to carry out his or her job and the establishment of favorable attitudes by the supervisor. Due to the very positive reception and results of this course, a second team of teachers for the MEO course is essential.

In addition to training, other approaches to encouraging supervisory awareness include specific evaluation of the manager's understanding and support of EEO in performance evaluations and designing an awards program based on performance in the areas of human resource management and EEO.

With a data base of two years, of EEO formal and informal complaints, the Office of EEO is now in a position to share its findings with managers and supervisors regarding the basis for many complaints. Such dissemination of information could help the supervisor to avoid discriminatory behavior.

It is the policy of the Director of Central Intelligence to involve the Agency in as many community programs as are practical and beneficial to the Agency and the community. Such activities as the following have been discussed:

- a. Developing orientation programs at Headquarters to acquaint students and other citizens with the mission, function, and working environment of the Agency.
- b. Participating in programs in which the Agency would explain its involvement in particular disciplines such as engineering, photoscience, cartography, and computer science.
- c. Cooperating with community organizations such as schools, civic groups, etc.
- d. Exploring the feasibility of voluntary tutorial programs that would aid in the development of community students for Federal employment.

Over the past year, the Directorate for Science and Technology has participated directly with the local community in educational and community services. Two

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specific examples are serving as science fair judges at H.D. Woodson High School and providing tutors for students in the Special Science Program at Ballou High School. This latter activity generated a great deal of publicity including television and newspaper stories questioning the role of CIA in a local school. Favorable media items supported the Agency in its motives of sending employees to the school whose skills and knowledge in computer science could make a contribution to the education of the students.

At the Agency level, there is a requirement to coordinate and develop an Agency-wide plan. Involved in these activities have been the Special Assistant to the Director for Public Affairs, the Office of General Counsel, the Office of EEO, the Office of Personnel and interested Directorate and component EEO Officers. It is the goal of the Community Relations Coordinator to design and implement such a community program this year using Agency volunteers and resources.

#### Worker-Trainee Opportunities Program

The Agency is not a participant in the Worker-Trainee Opportunities Plan. However, the Agency does make a special

hiring effort within the community in its program for the disadvantaged. This program hires 20 disadvantaged individuals annually. The class participants are selected once a year from applications received by the Washington Area Clerical Recruiter. Selection is based on three criteria: the applicant's score on the Short Employment Test (SET) administered at local schools by the recruiter, the results of typing tests given by the Office of Personnel, and interviews. Those selected are sent to the Civil Service Commission's Training Facility for three weeks. The CSC training includes English, Office Methods and behavior, typing, and counseling. At the end of this training period the CSC provides to the Agency a written evaluation of each student. Those students who pass the 40 words per minute typing test are promoted to GS-03. They are then placed in clerical positions as available.

There is the need for a systematic and thorough evaluation for all Agency EEO programs. Last year's EEO Plan also highlighted this problem and set out specific actions for the EEO Staff to accomplish. These activities were unrealistic in light of workload and available resources but they are valid and need to be addressed in this year's Plan.

Three levels of evaluation are needed. Clearly, it is the responsibility of program coordinators to monitor their programs and attempt to measure results. It is the responsibility of the Directorate EEO Officers to measure the impact of EEO within their offices. Overall, the Director of EEO must provide the procedures to accomplish these evaluations as well as measuring the entire EEO program effectiveness.

During this fiscal year, EEO Plan quarterly reports from the Directorates and program coordinators provided a valuable source of EEO accomplishments. In addition, the Deputy Director of Central Intelligence required quarterly reports from the Directorates in five areas: recruitment of minorities, upward mobility, status of professional women, full utilization of skills, and management commitment. These two quarterly reports will now become one report prepared by the Office of EEO with Directorate input. It will be sent

to the DCI and DDCI with an evaluation of program effectiveness.

In addition to the quarterly report, two sources of evaluation continue to be utilized and improved. The first is from the special interest groups in the Agency: The Federal Women's Program Board and Working Groups, the EEO Advisory Panel, Directorate Management Advisory Groups and interested employees. The second source is the continued use of statistics to serve as a signal of problems or successes. However, statistical measures alone do not indicate the full extent of what has or has not been accomplished.

In summary, program evaluation must be performed more aggressively this year and Agency involvement in this evaluation is required.

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A comparative study was done of the sex and racial balance of various professional occupations within the Agency. Job categories used were those which matched occupational titles for the U.S. Government. The American Indian category was excluded from the comparison since CIA has so few identified in its statistical records.

Thirty-four professional occupational categories were used in the study broken out by race and sex. Overall, CIA was lower in each minority category (black, hispanic and oriental) of the 34 occupational titles as a whole; and, higher in the percentage of women. However, this high percentage of women was due to the white population.

Within the 34 occupations listed, CIA has no orientals in 19 occupational categories; no hispanics in 11, and no blacks in two.

There were 15 occupational titles where the Agency scored significantly higher (at least double) in percentage than the rest of Government:

Percentage of women - EEO  
Psychology  
Cartography  
Photo Technology  
Operations Research  
Cryptography

Percentage of Blacks- Photography  
Illustrators  
Writing and Editing  
Editorial Assistance  
Purchasing  
Librarian  
Library Technician

Percentage of Hispanics - Electrical Engineers  
Photography  
Cryptography

Percentage of Orientals - Electrical Engineers  
Translators  
Editorial Assistance

There were five that were strong in a particular race or sex category; but, within the same occupational title they were significantly weak in another race or sex category, e.g., the Agency is very high in the percentage of hispanic and oriental Electrical Engineers compared to the rest of Government, yet has no blacks or women in that same occupational title.

There were 9 occupational titles where the Agency was significantly lower (at least by 50%) than the rest of Government:

Percentage of Women - Office Services Mgmt &  
Supervision  
Electrical Engineer  
Translators

Percentage of Blacks - Personnel Management  
Electrical Engineer  
Contract Procurement  
Cryptography

Percentage of Hispanics - EEO  
Personnel Management  
Personnel Staffing  
Office Services Management &  
Supervision  
Translators

Percentage of Orientals - EEO  
Psychology  
Personnel Management  
Personnel Staffing  
Office Services Management &  
Supervision

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## Report of Objectives and Affirmative Actions

The Office of EEO has the overall responsibility for monitoring the commitments included in this Plan. In those cases where actions are assigned to Directorates, the responsible official is each of the four Directorate EEO Officers and the E Career Service EEO Officer. However, there are specific actions which are unique to the problems of a single Directorate. In those cases, the individual Directorate EEO Officer is listed as responsible official.

1 Area of Concern: Organization and Resources

1.1 Problem Statement: Understanding and pursuit of equity, fairness and the full use of human resources is not totally an integral part of the Agency's philosophy and practices.

1.1.1 Objective: That the DCI, DDCI and all Agency managers devote sufficient time and visible effort to Agency policy making and managerial functions which involve EEO considerations.

	Affirmative Actions:	Responsible Official	Target Date
1.1.1.1	DCI make a statement to the Agency affirming his commitment to the principle of EEO and stating his policy.	DCI	1-1-78
1.1.1.2	DCI clarify the responsibility and placement of the OEEO under the recent reorganization	DCI	1-1-78
1.1.1.3	That the D/EEO regularly keep the DCI and DDCI informed of the status and affirmative efforts in the utilization of human resources in the Agency and of proposed and current activities relating to equal opportunity.	D/EEO	Quarterly

- 1.1.2 Objective: Improve the EEO training of Agency supervisors and managers

Affirmative Actions:		Responsible Official	Target Date
1.1.2.1	Increase to two the teams of trainers capable of effectively conducting the MEO Course	Training Officer, OEEO Chief, Management Training, OTR	4-15-78
1.1.2.2	Institute a mechanism for communicating with managers and employees stationed outside of the Headquarters area	Management Staff OEEO	1-15-78
1.1.2.3	Enroll managers and supervisors in MEO and other related internal courses	Directorate Career Management Officer	9-30-78

- 1.2 Problem Statement: Some EEO Officials appointed to part-time EEO responsibilities because of their administrative positions lack understanding of and commitment to the principles of EEO.

- 1.2.1 Objective: Ensure that incumbents for EEO positions have the interest, knowledge, skills and training to perform their duties.

Affirmative Actions:		Responsible Official	Target Date
1.2.1.1	Develop and publish selection, development and evaluation criteria for all full and part-time EEO Specialists, Officials, and EEO Officers.	Management Staff/OEEO Directorate EEO Officers	3-15-78
1.2.1.2	Develop "post-graduate" CIA training for Agency EEO Officers Specialists, Counselors, and Investigators initially trained by CSC	Training Officer/OEEO	6-1-78

Affirmative Actions:		Responsible Official	Target Date
1.2.1.3	Conduct regular meetings of Directorate EEO Officers to review problems, exchange ideas, and devise new ways to meet goals	Directorate EEO Officer	9-30-78
1.2.1.4	Include an evaluation of EEO performance in the fitness reports of part-time and full-time EEO Officers	Directorate Office Heads	9-30-78
1.2.1.5	Arrange for appropriate EEO and personnel management training for Directorate working panel members including Advisory Panels and Women's Working Groups	Directorate Panel Coordinators	On-going
1.3	Problem Statement: The OEEEO Staff is too small and lacks the scope and resources to pursue Agency EEO goals and objectives in a positive and effective manner.		
1.3.1	Objective: Ensure that the D/EEO has the resources to effectively implement equal opportunity throughout the Agency.		
Affirmative Actions:		Responsible Official	Target Date
1.3.1.1	Assess and adjust the number of full-time OEEEO EEO Specialists as required by Agency policy and by EEO Plan requirements and results	DCI	3-1-78
1.3.1.2	Increase the flow of information to components through newsletters, programs, etc.	Information Officer/OEEEO	On-going

	Affirmative Actions:	Responsible Official	Target Date
1.3.1.3	Promote the understanding and effectiveness of the Agency's EEO Plan by increasing its visibility	EEO Plan Coordinator, OEEO	Quarterly
1.3.1.4	Involve more Agency employees in EEO programs such as exhibiting and recruiting at minority conferences	Programs Staff, OEEO	On-going
1.4	Problem Statement: The Women's Working Group have not been used effectively as an EEO program evaluation resource for Directorate management.		
1.4.1	Objective: Identify the possible contributions the Women's Working Group can make to Directorate EEO programs.		

	Affirmative Action:	Responsible Official	Target Date
1.4.1.1	In coordination with the Women's Working Group and the Federal Women's Program Board conduct a thorough functional and organizational review of the group to determine optimum relationships with Directorate management.	Directorate EEO Officer, and Federal Women's Program Coordinator and Women's Working Group Chairperson	2-1-78



2 Area of Concern: Discrimination Complaints

2.1 Problem Statement: The phases of the discrimination complaint process have been slow or in some cases inefficient thus causing formal cases to exceed 180 days and failing to reduce personal anguish. This has been due to an insufficient staff in the Office of EEO to monitor the Complaint system.

2.1.1 Objective: Process complaints within the 180 day standard

	Affirmative Action	Responsible Official	Target Date
2.1.1.1	Develop milestone and PERT charts to monitor each case more efficiently	Complaint System Assistant	1-1-78
2.1.1.2	Study complaint processing phases to determine most effective ways to reduce processing time	Complaint System Assistant	4-1-78
2.1.1.3	Ensure that investigators from the Directorates are provided adequate time to perform investigations	DDA, DDI, DDS&T	1-1-78

2.2 Problem Statement: In some cases, the performance of EEO counselors and investigators has been unsatisfactory.

2.2.1 Objective: Improve the performance of EEO counselors and investigators.

	Affirmative Actions:	Responsible Official	Target Date
2.2.1.1	Conduct regular, annual counselor seminars	Complaint System Coordinator	11-15-77
2.2.1.2	Distribute for information and education typical case studies to counselors, investigators, EEO officers and managers	Complaint System Assistant	On-going

	Affirmative Action:	Responsible Official	Target Date
2.2.1.3	Insure more effective counselor support and guidance during the informal phase	Complaint System Coordinator	On-going

2.3      Problem Statement: Agency regulations governing the operation of the EEO individual and class-action complaint process are not current.

2.3.1    Objective: Produce an up-to-date source of reference for the maintenance and operation of the EEO Complaint System.

	Affirmative Action:	Responsible Official	Target Date
2.3.1.1	Develop an employee EEO hand-book which will include, but not be limited to, the complaint system, EEO regulations, programs and activities	Legal Coordinator	1-7-78

2.4      Problem Statement: Not all DDS&T facilities have EEO Counselors

2.4.1    Objective: Provide counselors for each facility

	Affirmative Action:	Responsible Official	Target Date
2.4.1.1	Select counselors for two domestic facilities and provide appropriate formal training for each	DDS&T EEO Officer and Deputy Director OEEO for the Complaint System	12-1-77

2.5 Problem Statement: There is a lack of understanding of the difference between the EEO complaint system and the Agency grievance system

2.5.1 Objective: Clarify the complaint process and distinguish differences with grievance case

	Affirmative Action:	Responsible Official	Target Date
2.5.1.1	The Office of EEO continue to explain the EEO Complaint System at each training course and on EEO bulletin boards	Deputy Director, OEEC for the Complaint System	On-going
2.5.1.2	D/EEO review DDS&T Employee Handbook	DDS&T Career Management Officer	1-1-78
2.5.1.3	Review the EEO supplement to the DDA Handbook	DDA EEO Staff	11-30-77
2.5.1.4	Hold small group sessions with DDA careerists to clarify the two systems	DDA EEO Staff and Office-level EEO Officers	1-30-78

3 Area of Concern: Recruitment

3.1 Problem Statement: The Agency is moving slowly towards a representative population

3.1.1 Objective: Increase the number of qualified minorities and the number of qualified women available to meet Agency needs

Affirmative Actions:		Responsible Official	Target Date
3.1.1.1	Increase participation of components, working groups, advisory groups in recruitment efforts	Each Directorate EEO Officer and Office Directors	On-going
3.1.1.2	Participate in national minority and female conferences and conventions to interest potential applicants in Agency career opportunities	EEO Program Staff DDI Office Directors	On-going
3.1.1.3	Emphasize the recruitment of minorities for co-op and summer intern program	DDI EEO Officer	11-15-77
3.1.1.4	Hire the following minority mix of professional officers: 18 Black 7 Hispanic 4 Women (Office of Security) 2 Asian Americans (Office of Security)	DDA Office Heads	9-30-78
3.1.1.5	Assess the Minority Employment Coordinator procedure and recommend improvements	Program Staff, OEEO	1-1-78

	Affirmative Action:	Responsible Official	Target Date
3.1.1.6	Prepare proposal for management of Agency minority recruitment program	DDS&T EEO Officer	9-30-78
3.1.2	Objective: Increase the number of lateral entries of minorities and women		
	Affirmative Action:	Responsible Official	Target Date
3.1.2.1	Continue to encourage formal and informal outside contacts to refer mid-level and senior minority and female candidates to the Agency for employment consideration	OEEODirectorate EEO Officers	On-going
3.1.3	Objective: Position requirements must ensure that real requirements for positions are specified and that all selections are in accord with CSC selection criteria		
	Affirmative Action:	Responsible Official	Target Date
3.1.3.1	Analyze anticipated vacancies for affirmative action opportunities	DDO Career Management Staff, Component Chiefs, EEO and Personnel Officers	On-going
3.1.3.2	Investigate automating existing DDS&T vacancy monitoring system	DDS&T Personnel Officer	2-1-78

	Affirmative Action:	Responsible Official	Target Date
3.1.3.3	Continuously monitor recruit- ments and guidelines to ensure that they reflect real requirements	OEE0 and Directorate Minority Employment Coordinators	Quarterly
3.1.4	Objective: Reduce processing time for minority applicants		
	Affirmative Action:	Responsible Official	Target Date
3.1.4.1	Establish deadlines for review of applicant files	DDA EEO Officer	11-30-77
3.1.4.2	Investigate use of work pools for professional employees undergoing processing	DDS&T Personnel Officer	2-1-78
3.1.5	Objective: Expand advertising techniques presently employed to attract minority applicants		
	Affirmative Action:	Responsible Official	Target Date
3.1.5.1	Increase the use of popular minority magazines as a vehicle for advertising Agency career opportunities	Office of EEO, Office of Personnel	12-1-77
3.1.5.2	Complete DDS&T recruitment exhibit	DDS&T EEO Officer	11-1-77

4 Area of Concern: Full Utilization of Skills and Training (FUST)

4.1 Problem Statement: The Agency is not using available human resources to ensure maximum exploitation of human potential and maximum job and career satisfaction

4.1.1 Objective: Develop an Agency-wide FUST program

	Affirmative Action:	Responsible Official	Target Date
4.1.1.1	Review current Agency staffing patterns	FUST Coordinator, OEE0	12-1-77
4.1.1.2	Survey all employees to identify specific employees for placement and development	Fust Co-ordinator, OEE0, DDA EEO Staff, DDS&T Career Management Officer	3-1-78
4.1.1.3	Using staffing review and survey results, design and implement an Agency-wide FUST program	FUST Co-ordinator, OEE0	7-1-78
4.1.1.4	Encourage all employees to review their personnel folders for accuracy and updating	Office of Personnel, OEE0 and Component EEO Officers	12-1-77

4.1.2 Objective: Assure that Agency career panels and promotion boards are dedicated to the fair and equitable treatment of all employees and are sensitive to the development needs of all, particularly minorities and women.

	Affirmative Action:	Responsible Official	Target Date
4.1.2.1	Require that each career panel and promotion board receive a briefing from the appropriate EEO Officer.	D/EEO	12-1-77

- 4.1.3 Objective: Assist and encourage capable employees, including minorities and women, to seek management and supervisory development training

	Affirmative Action:	Responsible Official	Target Date
4.1.3.1	Review current Agency practices in identifying individuals for management development training and supervisory positions	FUST Co-ordinator OEEO	2-1-78
4.1.3.2	Determine the obstacles to career advancement for minorities and females in each component and provide programs to remove such barriers	FUST Co-ordinator, OEEO, Component EEO Officers	7-1-78
4.1.3.3	Survey population of females and minorities to determine those eligible for such training	FUST Co-ordinator OEEO, DDO Career Management Staff, DDI Working Group and EEO Officer	4-1-78
4.1.3.4	Monitor the development of female and minority professional employees and their managerial representation	FUST Co-ordinator, OEEO Component EEO Officer	7-1-78
4.1.3.5	Representatives from the Women's Working Group should meet with heads of their offices to explain their efforts and gain support	DDI Women's Working Group	On-going

- 4.1.4 Objective: Improve the flow of information concerning the availability of jobs.

	Affirmative Actions:	Responsible Official	Target Date
4.1.4.1	Make data available through EEO Officers as well as normal distribution channels	DDO EEO Officer, Component EEO Officers	On-going



4.1.5 Objective: Provide for continued employment of the Agency employee whose spouse is transferred.

Affirmative Action:	Responsible Official	Target Date
4.1.5.1 Develop administrative procedures to facilitate joint assignments for married couples who are both Agency employees	DDO Career Management Staff, Component Chiefs and Personnel Officers	On-going

4.1.6 Objective: Ensure that employee official files are current and accurate

Affirmative Action:	Responsible Official	Target Date
4.1.6.1 Using DDS&T resources, and in coordination with D/Personnel, investigate methods to automate updating of official files	DDS&T Personnel Officer	4-1-78

4.1.7 Objective: Provide greater utilization of skills identified by FUST surveys and Personnel Development Plan (PDP)

Affirmative Action:	Responsible Official	Target Date
4.1.7.1 Devise system for matching skills of employees with position data	DDA Career Management Officer, Careers Committee, DDA EEO Staff	7-1-79
4.1.7.2 Implement quarterly reviews of the progress of PDP developmental activities	Directorate Career Management Officers	1-1-78

4.2 Problem Statement: Employees do not receive sufficient developmental information.

4.2.1 Objective: Provide employees with literature and information on career opportunities.

	Affirmative Action:	Responsible Official	Target Date
4.2.1.1	Establish library containing career developmental information in each office.	DDS&T Career Management Officer	6-1-78
4.2.1.2	Investigate utility of providing career day programs on each DDS&T office to employees	DDS&T Career Management Officer	2-1-78
4.2.1.3	Publish on biannual basis total list of career counseling services available to DDS&T employees.	DDS&T Career Management Officer	On-going

5 Area of Concern: Upward Mobility

5.1 Problem Statement: There is a misinterpretation of the term, "Upward Mobility"

5.1.1 Objective: One Agency-wide definition of the term.

	Affirmative Action:	Responsible Official	Target Date
5.1.1.1	Through Meetings, lectures, bulletins, handbooks, etc., clarify and re-emphasize the meaning of upward mobility	Up-Mo Co-ordinator, OEEODDO EEO Officer	7-1-78
5.1.1.2	Publish an Agency regulation on the development and operation of the Up-Mo program	Up-Mo Co-ordinator, Legal Co-ordinator, OEEO	4-1-78

5.2 Problem Statement: Equitable Upward Mobility opportunities are not available to all employees below a GS-09 or equivalent.

5.2.1 Objective: Expand Upward Mobility program to all eligible employees.

	Affirmative Action:	Responsible Official	Target Date
5.2.1.1	Increase the number of available Upward Mobility positions	DDI, DDA, DDS&T EEO Officers	7-1-78
5.2.1.2	Complete planning and implement Directorate-wide Up-Mo Program	DDS&T EEO Officer	12-1-77
5.2.1.3	Work with Office of Personnel and each component to identify additional positions	Up-Mo Co-ordinator, OEEODirectorate EEO Officers	3-1-78
5.2.1.4	Inform career counselors, training officers, personnel officers, managers and others of existing Agency programs	Up-Mo Co-ordinator, OEEODirectorate EEO Officers	12-1-77
5.2.2	Objective: Study the feasibility of establishing a structured Up-Mo program in selected offices of the DCI Area.		

5.3 Problem Statement: Not all Agency Upward Mobility programs meet Civil Service requirements

5.3.1 Objective: Bring all Upward Mobility programs in compliance with Agency and Civil Service Commission regulations and guidelines.

	Affirmative Action:	Responsible Official	Target Date
5.3.1.1	Perform an initial review of all existing upward mobility programs. Recommend changes to management.	Up-Mo Co-ordinator, OEE0	12-1-77
5.3.1.2	Review all new Upward Mobility programs for compliance before they are presented to the employees.	Up-Mo Co-ordinator, OEE0	7-1-78
5.3.1.3	Monitor and evaluate all Upward Mobility programs quarterly. Recommend changes to management.	Up-Mo Co-ordinator, OEE0	3-1-78

5.4 Problem Statement: Low image and lack of acceptance for Upward Mobility programs.

5.4.1 Objective: Enhance the overall image of the program and thus, build acceptance for the program by Agency managers and employees.

	Affirmative Action:	Responsible Official	Target Date
5.4.1.1	Review selection process currently used by all existing Agency Upward Mobility programs. Recommend changes to management where appropriate.	Up-Mo Co-ordinator, OEE0	12-1-77
5.4.1.2	Participate in all activities of the various Agency committees and working groups, etc., which relate to Upward Mobility.	Up-Mo Co-ordinator, OEE0	7-1-78

	Affirmative Action:	Responsible Official	Target Date
5.4.1.3	Meet with Upward Mobility participants (employees and supervisors) to identify and correct reasons for low image.	Up-Mo Co-ordinator, OFFO	3-1-78
5.4.1.4	Develop and implement an all-employee information and education system showing how Upward Mobility programs support organization mission, management, and career development.	Up-Mo Co-ordinator, OEEO	7-1-78

6 Area of Concern: Supervisory and Management Commitment.

6.1 Problem Statement: Not all managers and supervisors are adequately concerned with their responsibilities to provide sensitive and equitable management of human resources.

6.1.1 Objective: Ensure that EEO responsibilities are defined for all supervisors and managers.

	Affirmative Action:	Responsible Official	Target Date
6.1.1.1	Revise as necessary supervisory and management position descriptions to include their responsibilities to equal opportunity and affirmative action goals as a requirement of the position.	D/EEO, Management Staff OEEO	2-1-78
6.1.1.2	Increase to two the teams of trainers capable of effectively conducting the MFO Course	Training Officer, OEEO & OTR	4-15-78
6.1.1.3	Educate newly assigned supervisors and managers on their EEO responsibilities through attendance at the Management for Equality of Opportunity Course	Directorate EEO Officers and Training Officers	On-going
6.1.1.4	Survey and revise as required all management training to ensure that it emphasizes fairness in making decisions, encouragement and recognition of employee achievements, fair and equal treatment of minority group employees and sensitivity to the development needs of all employees.	Director of Training, Training Officer, OEEO, Directorate Training Officers	4-1-78
6.1.1.5	Design and publicize an incentive awards program for supervisory and managerial personnel who have demonstrated understanding, support and results in the general area of equal opportunity	Management Staff, OEEO DDA Career Management Officer, Office of Personnel	1-1-78

	Affirmative Action	Responsible Official	Target Date
6.1.1.6	Develop and implement evaluation procedures which rate supervisors and managers on their EEO effectiveness	Management Staff, OEEEO Directorate EEO Officers	3-15-78
6.1.1.7	Stimulate the use of awards and incentives for EEO awareness and performance in each DDS&T component	DDS&T EEO Officer	11-1-78
6.2	Problem Statement: There is little feedback to managers and supervisors concerning the conditions which lead to complaints and what can be done to prevent the conditions.		
6.2.1	Objective: Inform supervisors and managers of their role in the complaint process.		
	Affirmative Action:	Responsible Official	Target Date
6.2.1.1	Analyze the basis of Agency complaints and routinely provide supervisors and managers with the results	Legal Co-ordinator, OEEEO	On-going
6.2.1.2	Develop speaker notes addressing the supervisor's and manager's role in the complaint process for use in EEO presentations	Information Officer, OEEEO	1-1-78

7. Area of Concern: Community Outreach

7.1 Problem Statement: The Agency has not fully acknowledged its responsibility to be a contributing part of the local and national community.

7.1.1 Objective: Develop the Agency's Community Relations Program.

	Affirmative Action:	Responsible Official	Target Date
7.1.1.1	Establish community tutorial program	Community Relations Coordinator, OEEO DDI EEO Officer	1-1-78
7.1.1.2	Develop an orientation program to acquaint local and national community with the Agency	Community Relations Coordinator, OEEO DDI EEO Officer	3-31-78

7.2 Problem Statement: Limited participation of all directorates in the development and implementation of community outreach programs and lack of adequate resources to effectively carry out such programs.

7.2.1 Objective: Organize and define responsibilities for directorate involvement in community programs.

	Affirmative Action:	Responsible Official	Target Date
7.2.1.1	Appoint ad hoc committee of directorate representatives and OEEO to prepare recommendations for Agency-wide participation in community programs	Community Relations Coordinator OEEO	11-1-77
7.2.1.2	Coordinate recommendations with D/EEO, OP, OGC and Public Affairs Office and submit to the DCI for approval	Community Relations Coordinator, OEEO DDS&T & NPIC EEO Officers	1-1-78



	Affirmative Action:	Responsible Official	Target Date
7.2.1.3	Establish a pool of Agency , volunteers from each Directorate to implement approved community programs.	Community Relations Coordinator	2-1-78
7.2.2	Objective: Expand participation of all DDS&T offices in existing community outreach programs.		
	Affirmative Action:	Responsible Official	Target Date
7.2.2.1	Ensure that there is represen- tation from each Directorate component in future community outreach activities wherever possible	DDS&T HCO Officer	On-going
7.2.3	Objective: Increase participation in community career days on college campuses, annual meetings of organizations such as NAACP, etc.		
	Affirmative Action:	Responsible Official	Target Date
7.2.3.1	Participate with organized groups and supply ample representation of DDA careerists	DDA Office Heads	On-going

- 8 Area of Concern: Program Evaluation
- 8.1 Problem Statement: There is no formal program evaluation procedure.
- 8.1.1 Objective: Measure EEO program effectiveness.

	Affirmative Action:	Responsible Official	Target Date
8.1.1.1	Design an effective procedure to measure Agency EEO program results	Management Staff/OEEO	Date dependent on OEEO staffing increases
8.1.1.2	Report activities and measurable results of each program	Program Coordinators	On-going
8.1.1.3	Use EEO Plan reports to provide feedback to managers and employees	EEO Plan Coordinator	Quarterly
8.1.1.4	Submit periodic reports to OEEO on the progress of EEO activities in the DDA	DDA EEO Officer	As required
8.1.1.5	Arrange program review sessions with D/EEO and DDS&T personnel	DDS&T EEO Officer	Quarterly
8.1.1.6	Develop, utilizing DDS&T resources a proposal for an evaluation system for the Agency EEO Plan	DDS&T EEO Officer	4-1-78

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	Affirmative Actions:	Responsible Official	Target Date
1.2.1.3	Conduct regular meetings of Directorate EEO Officers to review problems, exchange ideas, and devise new ways to meet goals	Directorate EEO Officer	9-30-78
1.2.1.4	Include an evaluation of EEO performance in the fitness reports of part-time and full-time EEO Officers	Directorate Office Heads	9-30-78
1.2.1.5	Arrange for appropriate EEO and personnel management training for Directorate working panel members including Advisory Panels and Women's Working Groups	Directorate Panel Coordinators	On-going
1.3	Problem Statement: The OEEO Staff is too small and lacks the scope and resources to pursue Agency EEO goals and objectives in a positive and effective manner.		
1.3.1	Objective: Ensure that the D/EEO has the resources to effectively implement equal opportunity throughout the Agency.		
	Affirmative Actions:	Responsible Official	Target Date
1.3.1.1	Increase the OEEO to 21 full-time positions	DCI	1-1-78
1.3.1.2	Increase the flow of information to components through newsletters, programs, etc.	Information Officer/OEEO	On-going

2 Area of Concern: Discrimination Complaints

2.1 Problem Statement: The phases of the discrimination complaint process have been slow or in some cases inefficient thus causing formal cases to exceed 180 days and failing to reduce personal anguish. This has been due to an insufficient staff in the Office of EEO to monitor the Complaint system.

2.1.1 Objective: Process complaints within the 180 day standard

	Affirmative Actions:	Responsible Official	Target Date
2.1.1.1	Develop milestone and PERT charts to monitor each case more efficiently	Complaint System Assistant	1-1-78
2.1.1.2	Study complaint processing phases to determine most effective ways to reduce processing time	Complaint System Assistant	4-1-78
2.1.1.3	Ensure that investigators from the Directorates are provided adequate time to perform investigations	Deputy Directors	1-1-78

2.2 Problem Statement: In some cases, the performance of EEO counselors and investigators has been unsatisfactory.

2.2.1 Objective: Improve the performance of EEO counselors and investigators.

	Affirmative Actions:	Responsible Official	Target Date
2.2.1.1	Conduct regular, annual counselor seminars	Complaint System Coordinator	11-15-77
2.2.1.2	Distribute for information and education typical case studies to counselors, investigators, EEO officers and managers	Complaint System Assistant	On-going

5 Area of Concern: Upward Mobility

5.1 Problem Statement: There is a misinterpretation of the term, "Upward Mobility"

5.1.1 Objective: One Agency-wide definition of the term.

	Affirmative Action:	Responsible Official	Target Date
5.1.1.1	Through meetings, lectures, bulletins, handbooks, etc., clarify and re-emphasize the meaning of upward mobility	Up-Mo Co-ordinator, OEEO DDO EEO Officer	7-1-78
5.1.1.2	Publish an Agency regulation on the development and operation of the Up-Mo program	Up-Mo Co-ordinator, Legal Co-ordinator, OEEO	4-1-78

5.2 Problem Statement: Equitable Upward Mobility opportunities are not available to all employees below a GS-09 or equivalent.

5.2.1 Objective: Expand Upward Mobility program to all eligible employees.

	Affirmative Action:	Responsible Official	Target Date
5.2.1.1	Increase the number of available Upward Mobility positions	Directorate EEO Officers	7-1-78
5.2.1.2	Complete planning and implement Directorate-wide Up-Mo Program	DDS&T EEO Officer	12-1-77
5.2.1.3	Work with Office of Personnel and each component to identify additional positions	Up-Mo Co-ordinator, OEEO Directorate EEO Officers	3-1-78
5.2.1.4	Inform career counselors, training officers, personnel officers, managers and others of existing Agency programs	Up-Mo Co-ordinator, OEEO Directorate EEO Officers	12-1-77

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